

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, September 19, 2014 at the hour of 8:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese, EdD and Director Ada Mary Guggenheim (temporary Committee Member) (2)

Board Chairman M. Hill Hammock (ex-officio) and Directors Hon. Jerry Butler and David Carvalho

Absent: Directors Jorge Ramirez and Carmen Velasquez (2)

Additional attendees and/or presenters were:

Gladys Lopez – Chief of Human Resources
Elizabeth Reidy – System General Counsel

Deborah Santana – Secretary to the Board
John Jay Shannon, MD –Chief Executive Officer

II. Public Speakers

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore Concerned Citizen
2. Marti Smith Representative, National Nurses Organizing Committee

III. Report from Chief of Human Resources (Attachment #1)

Gladys Lopez, Chief of Human Resources, presented her report, which included information on the following subjects: Comparison of Vacancies Filled - FY2013-FY2014; FY2014 Posting Activity; FY2014 Vacancies and Separations; 2014 Vacancies; CCHHS HR Initiatives; Leadership Development Program; and CCHHS Labor Relations. The Committee reviewed and discussed the information.

Ms. Lopez noted that some of the data on slide 2 was incorrect (Attachment #1 contains the revised, corrected information).

Board Chairman Hammock inquired regarding the go-live date for the payroll data function; he noted that it is always good to go into a new fiscal year with this kind of information. He was unsure whether it was possible or not, but he expressed the hope to see the new data up and running by December 1. Ms. Lopez stated that she was informed by the System Chief Financial Officer, John Cookinham, that staff is working on that; they hope to start having some reports as early as today. She added that she will return to the Committee with a date of when it will be fully implemented¹.

Board Chairman Hammock inquired regarding the criteria to enter the Leadership Development Program (LDP). Ms. Lopez stated that, currently, this program is for people who are currently in management positions; she noted that the administration is working on a program for those who want to be managers and for front-line workers.

Dr. John Jay Shannon, Chief Executive Officer, provided additional information on the subject. He stated that building an infrastructure for expectations for uniform education of management across the board is something that is needed to be developed. The LDP is establishing a beachhead for investing in CCHHS leadership staff, but the development of an ongoing curriculum of learning for these types of management is going to be important.

IV. Action Items

A. Minutes of the Human Resources Committee Meeting of August 15, 2014

Chairman Wiese, seconded by Director Gugenheim, moved to accept the minutes of the meeting of the Human Resources Committee of August 15, 2014. THE MOTION CARRIED UNANIMOUSLY.

B. **Proposed Collective Bargaining Agreement (Attachment #2)

i. Local 399, Operating Engineers – Prevailing Wage Rates

Action was taken on this item following the adjournment of the closed meeting.

Chairman Wiese, seconded by Director Gugenheim, moved to approve the proposed Collective Bargaining Agreement regarding Prevailing Wage Rates for Operating Engineers with Local 399. THE MOTION CARRIED UNANIMOUSLY.

C. Any items listed under Sections IV and V

D. Proposed Amendment to Exhibit 1 of the CCHHS Severance Policy (Attachment #3)

Ms. Lopez provided an overview of the item presented for the Committee's consideration.

Director Carvalho inquired whether every position on Exhibit 1 is considered to be hired "at will" and can be terminated without good cause. Elizabeth Reidy, System General Counsel, responded in the negative. She stated that when the System Board was established, they introduced Personnel Rules, which were adopted by the Board in July of 2010. Based on those Rules, for those individuals who were employed by the System prior to July of 2010, they would maintain career service, which means they could be eliminated for cause or if the position itself were eliminated. While this is a list of positions, some of those positions, because the person in it happened to be hired before July 2010, they would have career service. Director Carvalho clarified that, if a person's title is listed on Exhibit 1 and they are career service, this does not really apply to that person.

Chairman Wiese, seconded by Director Gugenheim, moved to approve the proposed Amendments to Exhibit 1 of the CCHHS Severance Policy. THE MOTION CARRIED UNANIMOUSLY.

V. Closed Meeting Items

A. Discussion of personnel matters

B. Update on labor negotiations

C. Discussion of litigation matters

D. Proposed Collective Bargaining Agreement (see Section IV.B.)

Chairman Wiese, seconded by Director Gugenheim, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding "the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity," 5 ILCS 120/2(c)(2), regarding "collective

V. Closed Meeting Items (continued)

negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees," and 5 ILCS 120/2(c)(11), regarding "litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting." THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Director Gugenheim, seconded by Chairman Wiese, moved to adjourn the closed session meeting. THE MOTION CARRIED UNANIMOUSLY and the Committee reconvened into the open meeting.

Action was taken on the Proposed Bargaining Agreement following the adjournment of the closed meeting (see Section IV(B)).

VI. Adjourn

Director Gugenheim, seconded by Chairman Wiese, moved to adjourn the meeting. THE MOTION CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXX
Dorene P. Wiese, EdD, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

¹ Follow-up: Go-live date for full implementation of payroll data function to be provided. Page 1.

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ATTACHMENT #1

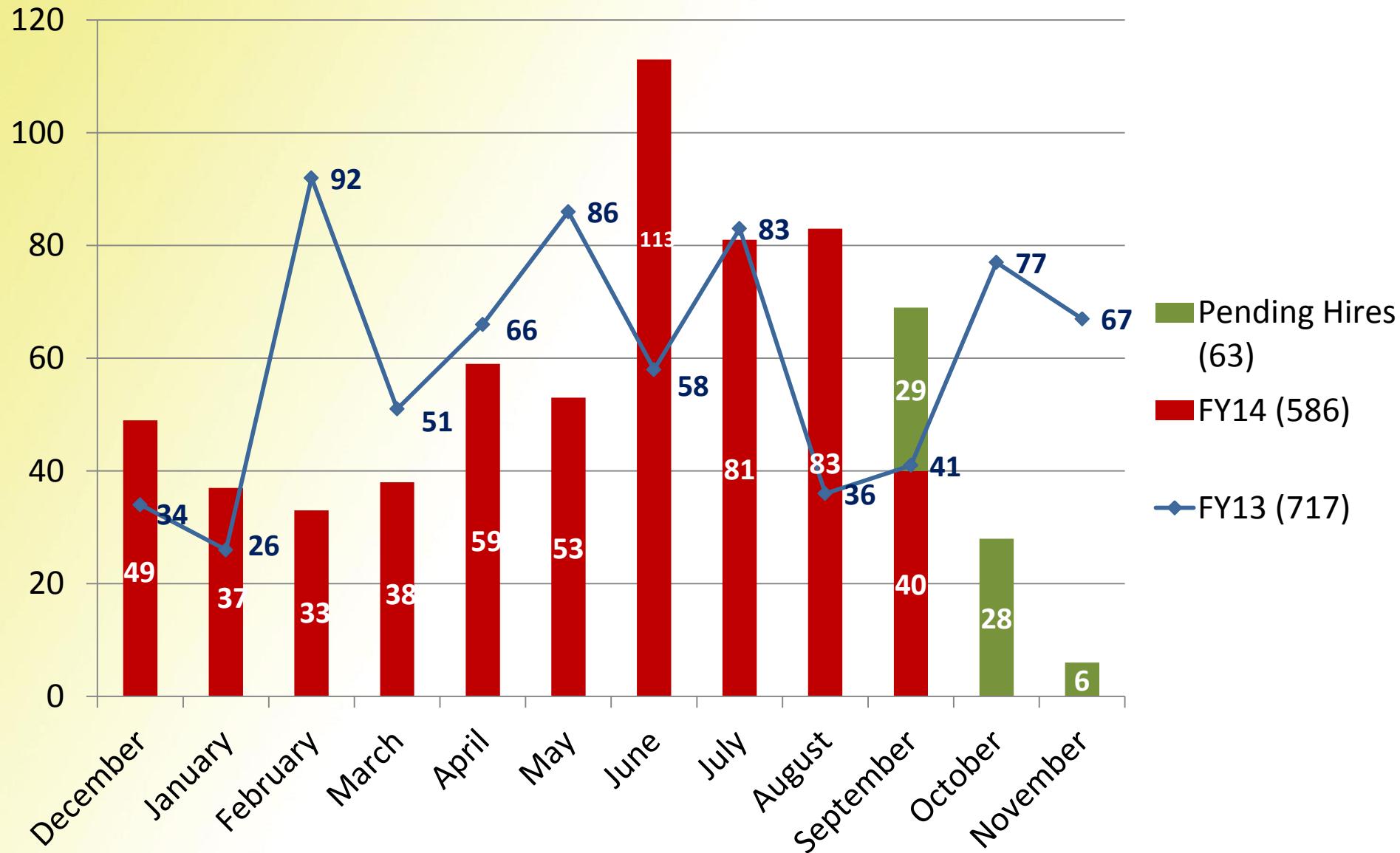


CCHHS Human Resources

**Gladys Lopez,
Chief of Human Resources**

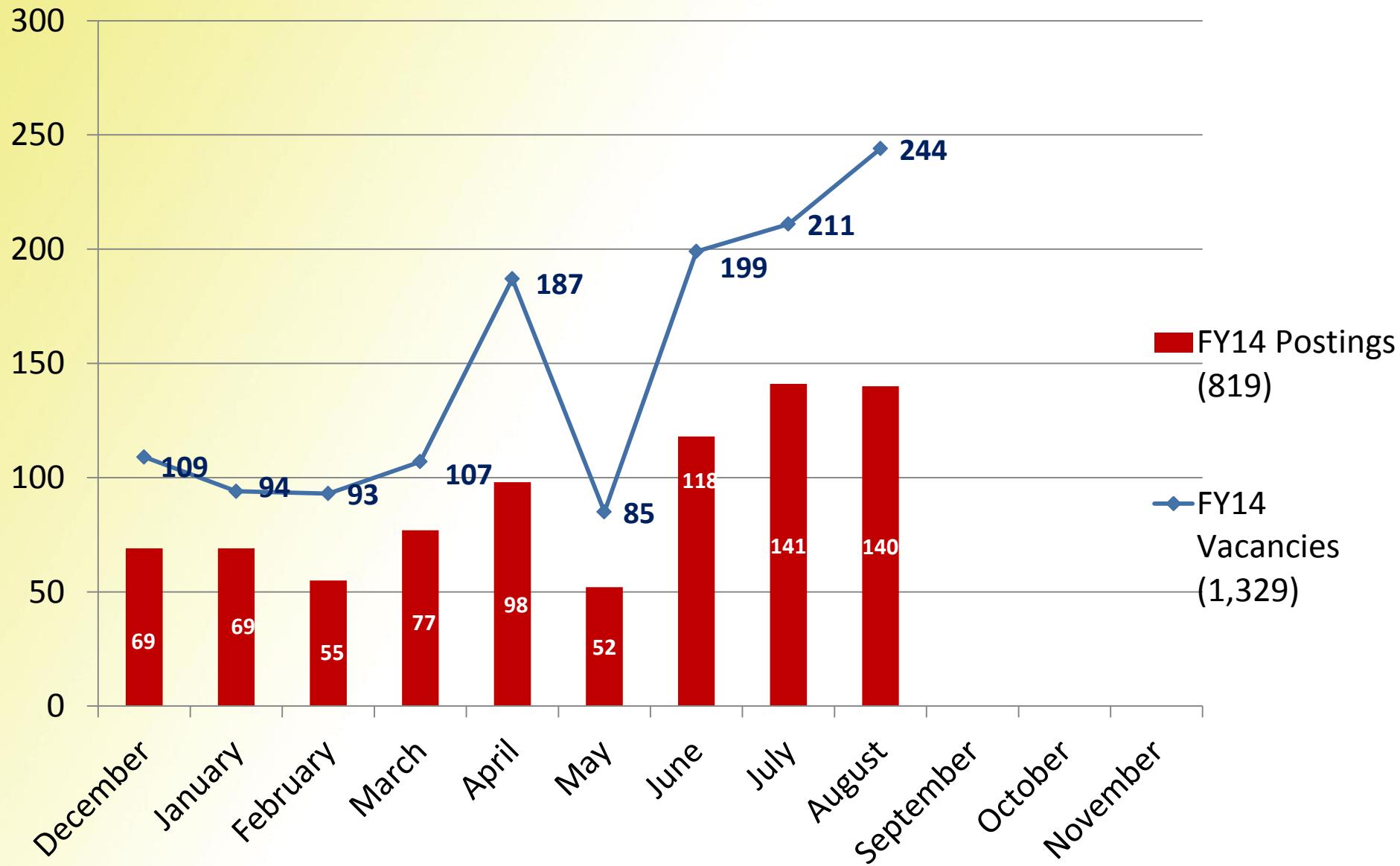
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Comparison of Vacancies Filled – FY13 to FY14

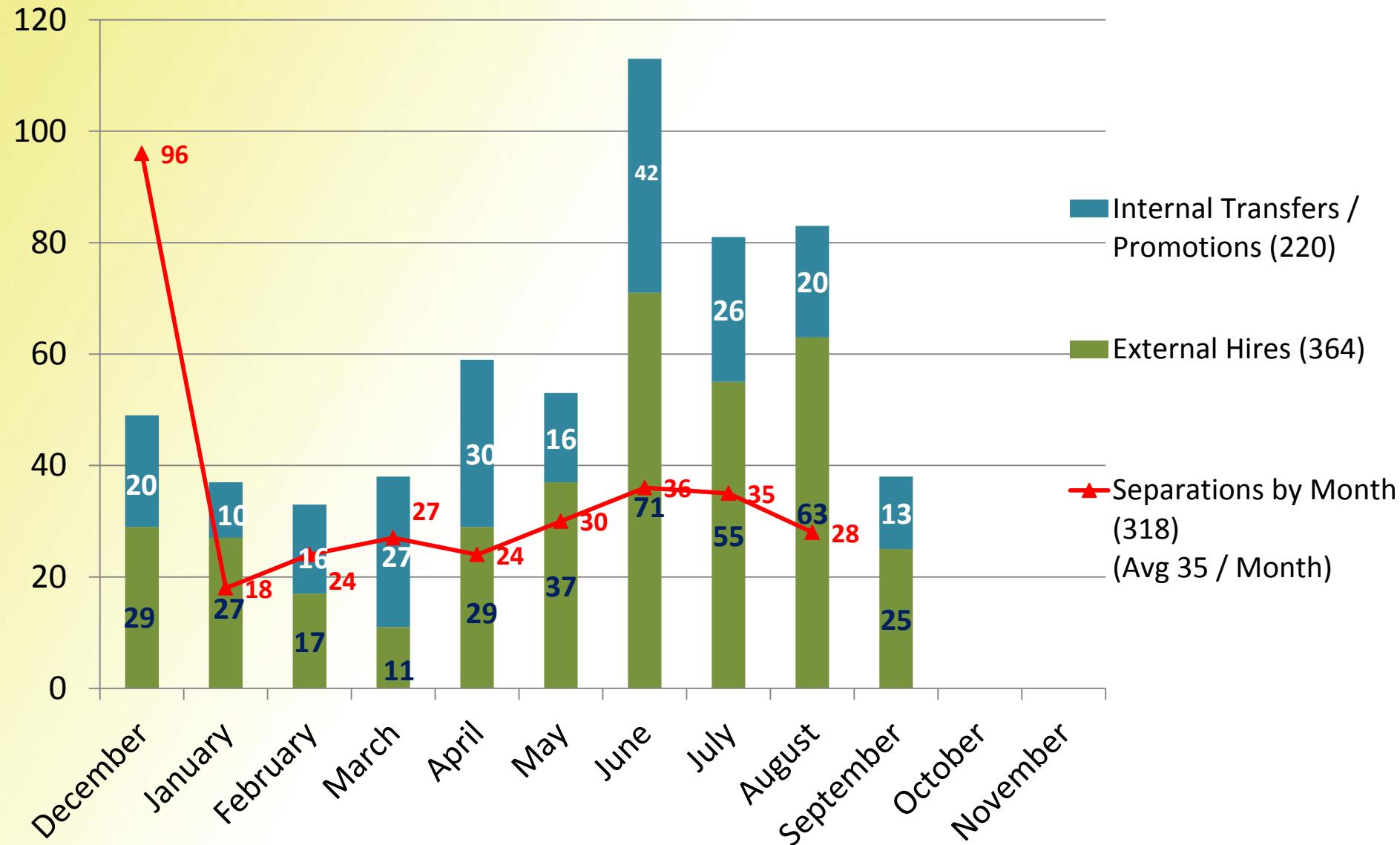


NOTE: As of 09/08/14 we have 4 candidates who are being processed. A Hire Date has not yet been identified for these individuals.

FY14 Posting Activity



2014 Vacancies and Separations



2014 Vacancies

CCHHS TOTAL NET NEW VACANCIES FILLED THROUGH AUGUST 31, 2014

	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	TOTAL
TOTAL VACANCIES	1,079	1,136	1,134	1,137	1,137	1,135	1,100	1,106	1,050				
<i>FILLED EXTERNAL</i>	29	27	17	11	29	37	71	55	63				339
<i>FILLED INTERNAL</i>	20	10	16	27	30	16	42	26	20				207
SEPARATIONS	96	18	24	27	27	30	25	35	28				310
TOTAL	1,146	1,127	1,141	1,153	1,135	1,128	1,054	1,086	1,015				
NET NEW	-67	9	-7	-16	2	7	46	20	35				29

CCHHS HR Initiatives

- CCHHS HR Brochure
 - Anticipate completion before the end of the month; working with Darrell Hill, our Director of Marketing
- Continue to learn about the features in our new HR System
 - Position Control Training was held on Wednesday, September 10th
 - The reporting functionality has not yet been fully implemented

CCHHS HR Initiatives

- FY 2015 Hiring Plan
 - We are slightly behind schedule as we await for the County-wide HR/Payroll system to turn on the reporting function so we can generate reports
The implementation team recognizes how critical this is and they are working on it
 - The goal is to have a plan that will allow us to identify at the beginning of the Fiscal Year, a strategy to fill vacancies
 - The Hiring Plan will identify, by quarter, the organizational priorities

CCHHS HR Initiatives

- FY 2015 Hiring Plan
 - Once the plan has been finalized, we will meet with organizational leaders to review their plans and identify areas where additional work / assistance is needed in areas such as organizational review / redesign, review of job descriptions, need for new positions to be created

2014 Fall Leadership Development Program

Cohort III

- Supervisor Orientation was held on Thursday, September 4th
- The first session for Cohort III was held on Tuesday, September 9th
- We continue to support Cohort II with ongoing Lunch & Learn Sessions
 - A session was held on September 9th
 - Topic: Presenting with Impact!

Fall 2013 - Cohort I

- Jamil Ahmad,
Administrative Analyst
- Pamela Brown*,
Director of Nursing, Cermak
- Denice Davis,
Pharmacy Supervisor IV
- Cleo Harris,
Site Manager, Patient Access
- Victor Medina,
Nurse Coordinator II
- Edith Murgas
Business Manager IV
- Lorna Pryor,
Pharmacist Manager
- Stephanie Robinson,
Nurse Coordinator II
- Eugenia Sta Maria,
Nurse Coordinator II
- Robbin Weaver,
Nurse Coordinator II
- Vickie Wheeler ,
Nurse Coordinator II
- Gwendolyn Williams,
System Mgr Patient Access

**Ms. Brown was promoted from Nurse Coordinator II to Director of Nursing on 07/13/14*

Spring 2014 - Cohort II

- **Nicole Andrews,**
Patient Access Supervisor
- **Tedra Davis**
Nurse Coordinator II
- **Rosina Frazier**
Nurse Coordinator II
- **Suzy Harrington**
Assist Director Physical Therapy
- **Siby Joseph,**
Nurse Coordinator II
- **Salithia Marsh,**
Nurse Coordinator II
- **Kalyani Perumal,**
Attending Physician Sr. X
- **Tonie Roberts,**
Assist Mgr Diagnostic Radiology
- **Carla Salvo,**
Sys Mgr Patient Fin'l Counseling
- **Simon Tingem,**
Nurse Coordinator II
- **Laretta Wiley,**
Nurse Coordinator II

Fall 2014 - Cohort III

- **Petrina Bennett,**
Sys Mgr Patient Fin'l Counseling
- **Denise Castle,**
Nurse Coordinator II
- **Susanne Contreras-Hoffman,**
Nurse Coordinator II
- **Ramone Honore,**
Hospital Security Officer III
- **Judith Jordan,**
Supervisor Diagnostic Radiology
- **Ratna Kanumury,**
Director of Physician Asst Srvcs
- **Nanette Kelley,**
Nurse Coordinator II
- **Raymond Roberson,**
Assistant Administrator
- **Rosemarie Tamba,**
Nurse Coordinator II
- **Eureva Walker,**
Director of Pharmacy
- **Gazala Yasmeen,**
Clinical Lab Automated Srvcs Supervisor



CCHHS Labor Relations

September 19, 2014

Labor Updates

- CCHHS continues to engage in collective bargaining for all bargaining units (17 unions, 20 bargaining tracks (universal and local)).
- Progress is being made in our local bargaining tracks with several tentative agreements.
- CCHHS continues to engage in impact bargaining on broader policy issues contemplated and under way in our system, including the transfer of CCDPH employees to ACHN (that was announced in the FY15 Budget); the security transition at OFHC; the ACHN transition to Saturday hours; etc.

Labor Updates

- On September 22, 2014 we will have the first of several training sessions conducted by the Illinois Department of Human Rights on site. The trainings will occur quarterly, and cover topics related to federal and state employment and labor law, including preventing discrimination and harassment in the workplace, best practices for disability accommodations, anti-retaliation training, etc.
- We have increased its use of Labor Management Council sessions and telephonic town halls to enhance communication frequency with the unions

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ATTACHMENT #2

PROPOSED RESOLUTION

Sponsored by

September 19, 2014

**THE HONORABLE TONI PRECKWINKLE
PRESIDENT OF THE COOK COUNTY BOARD OF COMMISSIONERS**

WHEREAS, the County is obligated to pay the prevailing rate for these categories of employees pursuant to the state statute and the collective bargaining agreement between the County of Cook and the Union(s); and

WHEREAS, the unions representing this category of employees have been properly certified that the below-listed rates are the prevailing rates for the effective date(s) set forth herein; and

WHEREAS, the Annual Appropriation Bill creates Accounts 490-115, 499-115 and 899-115 for Appropriation Adjustments for the Corporate, Public Safety and Health Funds if necessary; and

NOW, THEREFORE, BE IT RESOLVED, that the prevailing wages and salaries of the following positions be fixed as follows:

<u>Job Code</u>	<u>Job Classification</u>	<u>Hourly Wage Rate</u>	<u>Effective Date</u>
2451	Operating Engineer I	\$45.07	7/1/14
2452	Operating Engineer II	\$47.44	7/1/14
2453	Operating Engineer III	\$52.18	7/1/14
2454	Operating Engineer IV	\$58.59	7/1/14
4009	Operating Engineer Trainee	\$13.50	7/1/14

BE IT FURTHER RESOLVED, that the Chief of the Bureau of Human Resources and the Cook County Comptroller are hereby authorized to implement the prevailing rates and salary adjustments pursuant to state statute.

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ATTACHMENT #3

SEVERANCE POLICY

This Severance Policy was established by the Cook County Health & Hospitals System (CCHHS) to provide a severance payment to eligible key executive employees in order to facilitate the recruitment and retention of qualified, experienced individuals for critical leadership positions. This Severance Policy will apply to Eligible Employees whose employment with CCHHS is involuntarily terminated for a reason other than for Good Cause.

Policy at a Glance

Eligible Employees will receive an amount of money equivalent to three (3) months of their base salary to be paid in a single payment upon termination of employment in consideration of their agreement to release the County, its Health System and their Commissioners, Directors, agents and employees from any and all liability with respect to the termination of their employment. Such agreement must be in writing in a form acceptable to the System Director of Human Resources.

The severance payment is not considered salary and payment will not include withholding for employee benefits. Eligible Employees will be entitled to the benefits to which any other employee exiting County/System employment is entitled.

Definition

“Good Cause” as it applies to the determination of the System to terminate the employment of an Eligible Employee shall mean any one of the following: (A) willful, material, or irreparable breach of the employee’s breach of his/her duties or responsibilities in the course of his/her employment; (B) the Eligible Employee’s gross negligence in the performance or non-performance of his/her duties or responsibilities; (C) the Eligible Employee’s willful dishonesty, fraud, or misconduct with respect to the business affairs of the System, which materially and adversely affect the operations or reputation of the System; (D) the Eligible Employee’s indictment for, conviction of, or guilty plea to a felony crime involving violence, dishonesty or moral turpitude whether or not relating to the System; or (E) a confirmed positive illegal drug test result.

“Eligible Employee” shall mean the employee in one of the positions identified in the Scope section of this Severance Policy as being covered by the Policy; provided however, that an individual in the position on an interim basis shall not be an eligible employee.

Scope

This Policy covers the Chief Executive Officer and certain ~~all~~ System leaders~~hip; all~~ ~~Affiliate Chief Operating Officers and certain direct reports of the COO’s~~ as identified in attached Exhibit 1 to this Severance Policy, who are regular, full-time employees.

To the extent an Eligible Employee has an agreement with the System with regard to a severance payment that agreement will control.

No Conferral of Benefits

With the exception of this single severance payment, this Severance Policy does not confer upon Eligible Employees any status or benefit other than that which they already have by virtue of their employment. This Severance Policy does not change the Eligible Employee's status as an employee at will exempt from career service status. The determination that the termination of employment of an Eligible Employee was for good cause may not be the subject of a grievance under the System's Personnel Rules.

EXHIBIT 1

System Leadership

- ❖ Chief Executive Officer
- ❖ ~~Special Assistant to the Chief Executive Officer~~Chief of Staff
- ❖ ~~System~~ Chief Financial Officer
- ❖ ~~System~~ Chief Medical OfficerExecutive Medical Director / Medical Director, Stroger
- ❖ ~~System~~ Chief Operating OfficerHospital Based Services
- ❖ ~~System~~ Director Internal Audit
- ❖ ~~System~~ Director of Performance Improvement
- ❖ ~~System~~ Director of Multi-Cultural Affairs
- ❖ ~~System~~ Director-Chief of Human Resources
- ❖ General Counsel
- ❖ ~~System~~ Corporate Compliance & Privacy Officer
- ❖ ~~System~~ Chief Clinical OfficerExecutive Director of Nursing
- ❖ ~~System~~ Chief Information Officer
- ❖ ~~System~~ Director of Public Relations
- ❖ Director of Intergovernmental Affairs & Policy
- ❖ ~~System~~ Director of Bureau – Pharmacy / System Pharmacy Director
- ❖ ~~System~~ Director - Laboratories
- ❖ ~~System~~ Director of Supply Chain ManagementPurchasing and Contracts
- ❖ Chief of Clinical Integration
- ❖ Executive Director of Managed Care
- ❖ Chief Strategy Officer
- ❖ Medical Director, Ambulatory Services
- ❖ Senior Director of Integrated Care Management
- ❖ Medical Information Officer

Cook County Department of Public Health

- ❖ Chief Operating Officer
- ❖ Medical Director
- ❖ Director of Nursing
- ❖ Director of Financial Control IV
- ❖ Deputy Chief
- ❖ CMO
- ❖ CFO
- ❖ CNO

Cermak Health Services of Cook County

- ❖ Site Administrator
- ❖ Chair of the Department of Correctional Health
- ❖ Director of Nursing

- ❖ **Chief Operating Officer**
- ❖ **CNO**
- ❖ **CMO**

Provident Hospital of Cook County

- ❖ **Site Administrator**
- ❖ **Medical Director**
- ❖ **Director of Nursing**
- ❖ **Chief Operating Officer**
- ❖ **CNO**
- ❖ **CMO**

Stroger Hospital of Cook County

- ❖ **Chief Operating Officer**
- ❖ **Chief Financial Officer** **Chief Financial Officer**
- ❖ **Deputy Hospital Director**
- ❖ **CMO**
- ❖ **Associate Director/CNO**
- ❖ **Director of Nursing**

Oak Forest Hospital of Cook County

- ❖ **Chief Operating Officer**
- ❖ **Deputy Hospital Director**
- ❖ **CMO**
- ❖ **Associate Administrator/CNO**

Ruth M. Rothstein CORE Center of Cook County

- ❖ **Nursing Director**
- ❖ **Medical Director**
- ❖ **Chief Operating Officer**
- ❖ **CFO/Executive Director**
- ❖ **CMO**
- ❖ **CNO**

Ambulatory Community Health Network of Cook County

- ❖ **Chief Operating Officer, Ambulatory Services**
- ❖ **CMO**
- ❖ **Associate Director of Nursing**
- ❖ **Nursing Director**
- ❖ **Medical Director**